

2.0 TERMS OF REFERENCE

2.1 Summary of Brief

- 2.1.1 Southwark Council commissioned a comprehensive study of the Heygate Estate to examine the feasibility of the estate providing good quality houses and sustaining viable communities for a further generation.
- 2.1.2 The Council intends to seek funding under the Capital Receipts Initiative (CRI) which is a targeted government programme to address the problems of poor housing, poor health and run down estates. Supplementary Credit Approvals are made available to Local Authorities based on capital receipts set aside and an assessment of need.
- 2.1.3 An examination of the estate in both physical and social terms is to be undertaken. The available options are to be investigated and compared and consideration is to be given to the implications of pursuing each option.
- 2.1.4 On the basis of the briefing documentation, our site surveys, feedback from the Tenants' Association, intensive liaison with residents and discussions between the Consultant Team and the Client it was determined that the following Options should be considered.

Option 1: Do Nothing.

Option 2: Repair and Refurbishment.

Option 3: Refurbishment and Improvement.

Option 4: Reduce Height of High Rise Blocks and Refurbishment and Improvement.

Option 5: Complete Demolition and Re-Build to Lower Density.

Option 6: Partial Demolition for Social Registered Landlord or Other Partnership Redevelopment, Refurbish and Improve Remainder.

Option 7: Complete Demolition and Re-development by the Private Sector.

2.2 The Directive

- 2.2.1 The study has been based on the following documentation which can be found in Annex A.
- a) London Borough of Southwark's Briefing Document dated 01 July 1998.
 - b) Notes of initial briefing meeting held on 21 August 1998.

3.1.2 Comparison Chart

Option No.	Description	Advantages	Disadvantages	Estimate (excluding VAT)
1. Do Nothing	<ul style="list-style-type: none"> No high capital expenditure No requirement for decanting 	<ul style="list-style-type: none"> Over the years the building stock will deteriorate and rents will be reduced accordingly. Address none of the architectural and social issues raised by the surveys and background research. 		£7,200,000
2. Repair and Refurbishment	<ul style="list-style-type: none"> Internals of dwellings completely refurbished. Minimal legal and planning requirements. No requirement to permanently re-house tenants or buy out leaseholders. 	<ul style="list-style-type: none"> Remains high density. External appearance of buildings remain the same. Addresses none of the wider issues of layout and social requirements raised in the study. 		£39,000,000
3. Refurbishment and Improvement	<ul style="list-style-type: none"> Flats and maisonettes total refurbishment. Appearance of both buildings and estate as a whole enhanced. Removal of high level walkways and return to ground level access. Greater provision of defensible open space. Improved communal facilities. 	<ul style="list-style-type: none"> Remains a high density estate. Temporary decanting needed during course of the works. 		£51,000,000
4. Reduce Height of High Rise Blocks and Refurbishment and Improvement	<ul style="list-style-type: none"> Reduced density. Maisonettes no longer dominated by flats. Flats and maisonettes total refurbishment. Security greatly improved. Appearance of both buildings and estate as a whole enhanced. Removal of high level walkways and return to ground level access. Greater provision of defensible open space. Improved communal facilities. 	<ul style="list-style-type: none"> Length of original blocks will still mean they remain as "a barrier". % of tenants will require to be permanently re-housed. Temporary decanting of all dwellings required on a phased basis during the course of the works. Time scale for work greater than for Option 2 and 3. Reduction in height of high rise block means a whole block will need to be decanted all at one time. 		£41,100,000
5. Complete Demolition and Re-Build to Lower Density	<ul style="list-style-type: none"> All dwellings constructed to latest standard. Purpose designed to overcome the problems currently present at Heygate. Will have 60 years life. 	<ul style="list-style-type: none"> A % of tenants will require to be permanently re-housed. Time scale will be greater than for Options 2, 3 and 4. 		£51,000,000 (43,250,000)*
6. Partial Demolition for Registered Social Landlord or Other Partnership Development Refurbish and Improve Remainder	<ul style="list-style-type: none"> Removes high rise blocks. New build elements would have 60 years life. Makes use of development potential of site. 	<ul style="list-style-type: none"> Major disruption for the residents of the Estate. Considerable legal implications. 		£50,000,000 (41,750,000)**
7. Complete Demolition and Redevelopment by the Private Sector	<ul style="list-style-type: none"> Realises land value 	<ul style="list-style-type: none"> All tenants will need to be permanently re-housed. Will completely break up the Heygate community Likely to be a minimum of 6 years before site could be made fully available for development due to the time scale for decanting. 		£53,000,000***

* A partnership 75:25 arrangement is likely to reduce cost to council

** The partnership Arrangement 66:34 is likely to reduce cost to council

*** The actual cost to the council will be reduced by:

- Partnership Arrangement for the new build housing to accommodate existing residents elsewhere
- Sale of proceeds of Elephant & Castle site.

3.2 Conclusion

- 3.2.1 In our view Option 6 - Partial Demolition for Registered Social Landlord or Other Partnership Development with Refurbishment and Improvement of the Remainder - is the preferred option.
- 3.2.2 It is not only the most cost effective option but also greatly improves the site environmentally, architecturally and socially.

Question

Additional comments for consideration

KEY AREAS	1 Crime & Security	2 Community Relations (eg. neighbour nuisance)
3 Re-housing	4 Asbestos	
5 Facilities	6 Information & (Resident) Consultation	
7 Estate Maintenance	8 Physical Improvements	
9 Services (parking)	10 Estate Management	
11 Financial Costs	12 General	

B L O C K	A R E A												% returns /block
	1	2	3	4	5	6	7	8	9	10	11	12	
Ashenden	10	11	11	4	0	1	18	8	4	0	0	0	67
Chearsley	3	0	4	2	1	3	12	3	1	1	4	0	34
Claydon	14	0	8	0	1	1	15	12	3	1	0	0	97.1
Cuddington	7	3	4	3	0	3	0	13	0	0	0	0	60
Kingshill	15	4	18	4	10	2	10	11	1	0	0	0	91.7
Marston	0	0	4	3	1	1	1	1	1	1	0	0	78
Risborough	0	0	6	0	0	0	2	4	0	0	0	0	53.3
Swanbourne	3	2	9	4	0	2	5	7	1	0	0	0	75
Wingrave	1	0	2	0	0	1	1	3	0	0	0	0	37
Not Identified	2	0	3	1	1	0	3	2	0	0	1	1	97.4
Total	55	22	74	22	17	14	68	68	9	3	5	4	361
(% Total returns)	(12.8)	(5.1)	(17.2)	(5.1)	(3.9)	(3.3)	(15.8)	(15.8)	(2.1)	(7.0)	(0.9)	(84%)	

Areas which residents were most concerned about related to:

- (1) Re-housing (17.2%)
- (2) Estate Maintenance (15.8%) and Physical Improvements (15.8%)
- (3) Crime & Security (12.8%)

Of which,

- (1) Re-housing: 80.3% residents did not want to move off the Estate; 18.9% were concerned with the financial costs in moving
- (2) Estate Maintenance: 22% problems with lift - serving (breakdowns) and cleaning (used as a urinal); 30.9% cleaning (dumping of rubbish)
- (2) Physical Improvements: 17.6% supported building family homes (with gardens) on demolition; 16.2% were against the demolition of maisonettes.

**Option 6
Proposed Site Layout**

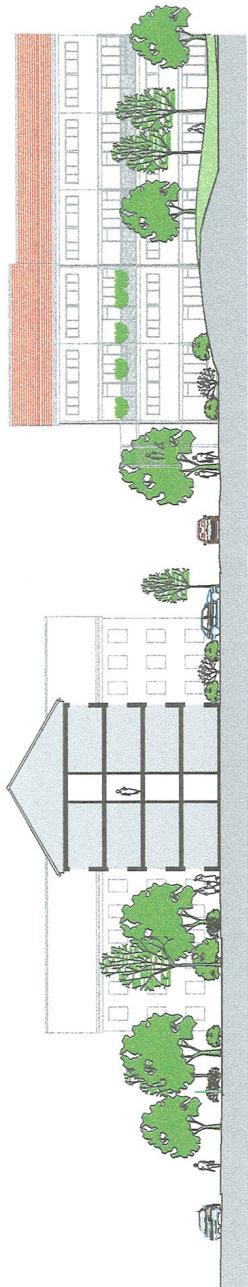
STEPHENS COX ASSOCIATES
Architects, Building Surveying & Conservation



Drawing No.



This Drawing is for Illustrative Purposes Only

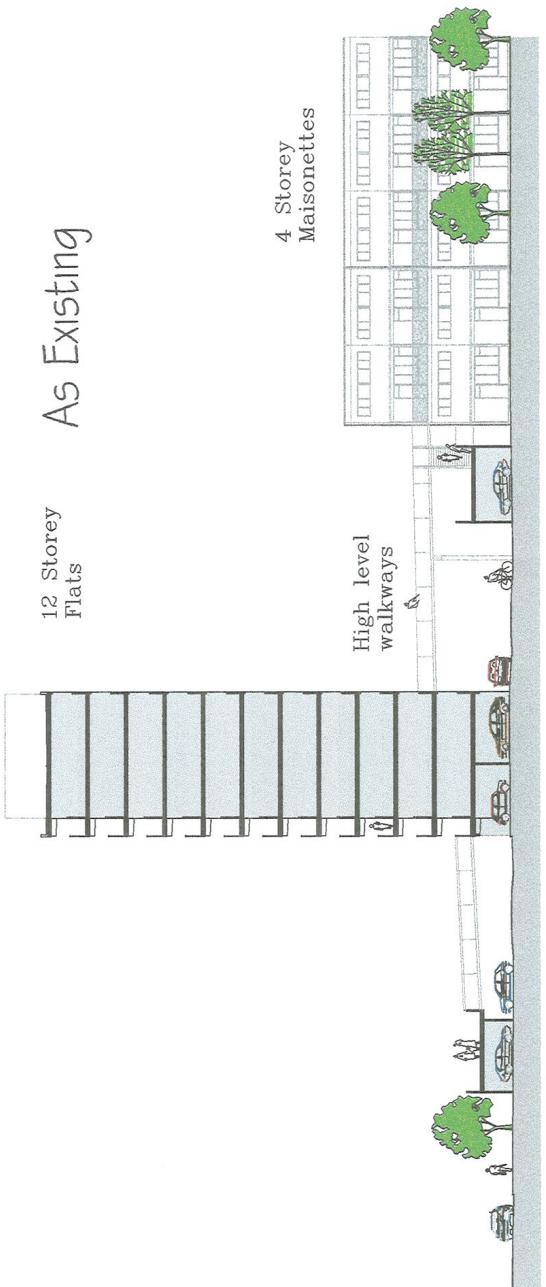


New pitched
roof on 4
Storey
Maisonettes

Option 6

garages garage

Existing flats
demolished
and site
redeveloped



As Existing

12 Storey
Flats

4 Storey
Maisonettes

High level
walkways